

3 STRATEGIC  
FRAMEWORK PLAN

Objective

The Office of Planning takes seriously its role in preserving and enhancing the quality of life for the people living in the neighborhoods around Upper Wisconsin Avenue. To that end, a major goal of this Study was to identify a strategy to achieve walkable, livable, compact communities near transit stations, using the principles of Transit-Oriented Development, while protecting and enhancing the neighborhoods off the Corridor.

In addition, there is a District-wide goal to promote responsible growth in the city, especially residential growth. Such growth is essential to increasing District revenues and supporting basic services. In other quadrants of the city, much effort is being put forth by the District Government to promote growth through planning and economic development initiatives. The Upper Wisconsin Avenue corridor, on the other hand, is an attractive location to the marketplace. Therefore, the planning emphasis here is to manage growth by focusing likely growth to locations where it is most suitable and attractive to its residents.

There are currently 5.9 million square feet of development on the Corridor. A theoretical build-out under the existing zoning could result in as much as 9 to 13 million square feet of total development. The vision under the Strategic Framework Plan concentrates new development at the MetroRail stations with a “stepping-down” in the size and scale of development away from the stations.

As described previously, the corridor functions as four sub-areas: Friendship Heights, Middle Wisconsin, Tenleytown and South of Tenleytown. Each has a distinct character and function and the Plan’s recommendations build upon these. (Please note that the boundaries have been defined for planning purposes only - the boundaries between sub-areas should be interpreted as transitions rather than hard edges.)

**Friendship Heights** - Transit-Oriented Development mixed-use with a regional draw, and step-down transitions to the neighborhoods.

**Middle Wisconsin** - Neighborhood-scaled mixed-use to serve the local neighborhoods.

**Tenleytown** - Transit-Oriented Development mixed-use that is less intense than Friendship Heights, to serve several surrounding neighborhoods with step-down transitions to the neighborhoods.

**South of Tenleytown** - Neighborhood-scaled mixed-use with less focus on retail and better connections between the neighborhood, corridor developments and institutional uses.

While each district has its own unique qualities and opportunities, the Strategic Framework Plan’s recommendations build towards a larger vision of the corridor as an attractive and vibrant place. Existing open spaces and the pedestrian realm should be improved, new urban-scale open spaces should be created on redevelopment sites and a streetscape concept should be developed for the entire corridor. The Plan does not dictate specifically where or when new development will happen. Market forces will control that. What it does do is give guidance to control and focus new development to areas within walking distance of transit stations, utilizing the existing infrastructure and the huge public investment in the MetroRail system.

In general, there is a desire for the Corridor to complement the values of the surrounding neighborhoods. The community’s vision for the Corridor is that of a comfortable, clean and safe pedestrian environment that contributes to the qualities of the adjacent neighborhoods. This vision can be realized with careful planning to protect the neighborhoods and achieve better utilization of MetroRail, as encouraged by Transit-Oriented Development principles. The objectives of the Study (listed below) along with the results of the existing conditions analysis and market study, feedback through the public participation process and the policies and goals of the District have combined to give form to the Strategic Framework Plan.



Tenleytown Metro Plaza- Existing Conditions



Illustration of Tenleytown Metro Plaza

Buildings shown at heights permitted under current zoning with a PUD. Ehrenkrantz, Eckstut and Kuhn Architects

Study Objectives:

- To guide redevelopment opportunities so they will be in harmony with existing development and surrounding residential neighborhoods, but will allow the corridor to meet its full potential utilizing Transit-Oriented Development (TOD) Principles.
- To preserve existing assets of the corridor and enhance them.
- To recommend strategies to encourage a better mix of uses, including neighborhood-serving retailers and housing.
- To recommend strategies to create a better sense of place.

The following chapter outlines the Strategic Framework Plan’s recommendations for the realization

of these objectives. These recommendations have been organized into four themes to highlight the intent of the Plan’s objectives. The themes include:

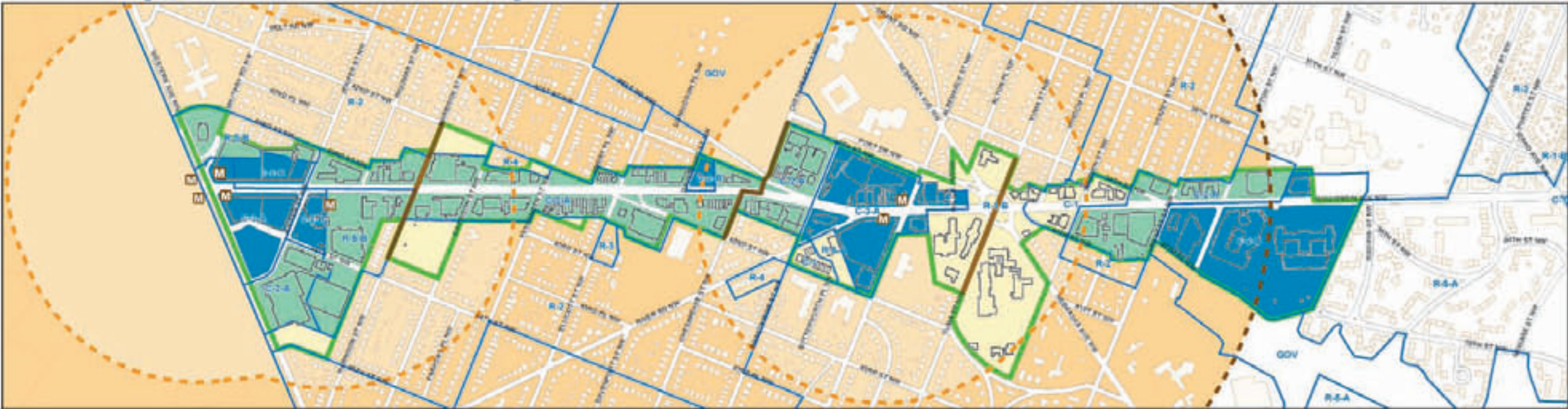
1. Managing growth
2. Protecting neighborhoods
3. Encouraging a greater retail mix
4. Creating an attractive streetscape and improved public realm

1. Managing Growth

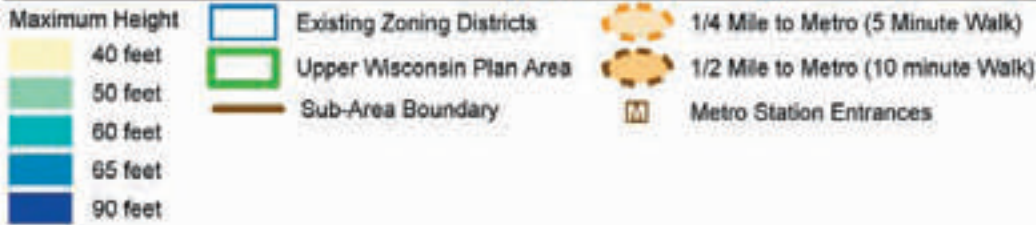
Growth in this corridor is happening and is likely to continue based upon favorable market factors. The intent of the Strategic Framework Plan is to steer growth to appropriate locations - locations that do not detract from the stable residential neighborhoods, which reduce potential traffic from such development by taking full advantage of the public investment



Maximum Heights Permitted Under Current Zoning



Maximum Heights Permitted Under Current Zoning with a Planned Unit Development (PUD)



Government of the  
District of Columbia  
Anthony A. Williams, Mayor  
Office of Planning – July 9, 2004  
This map was created for planning purposes from  
a variety of sources. It is neither a survey nor a legal  
document. Information provided by other agencies  
should be verified with them where appropriate.







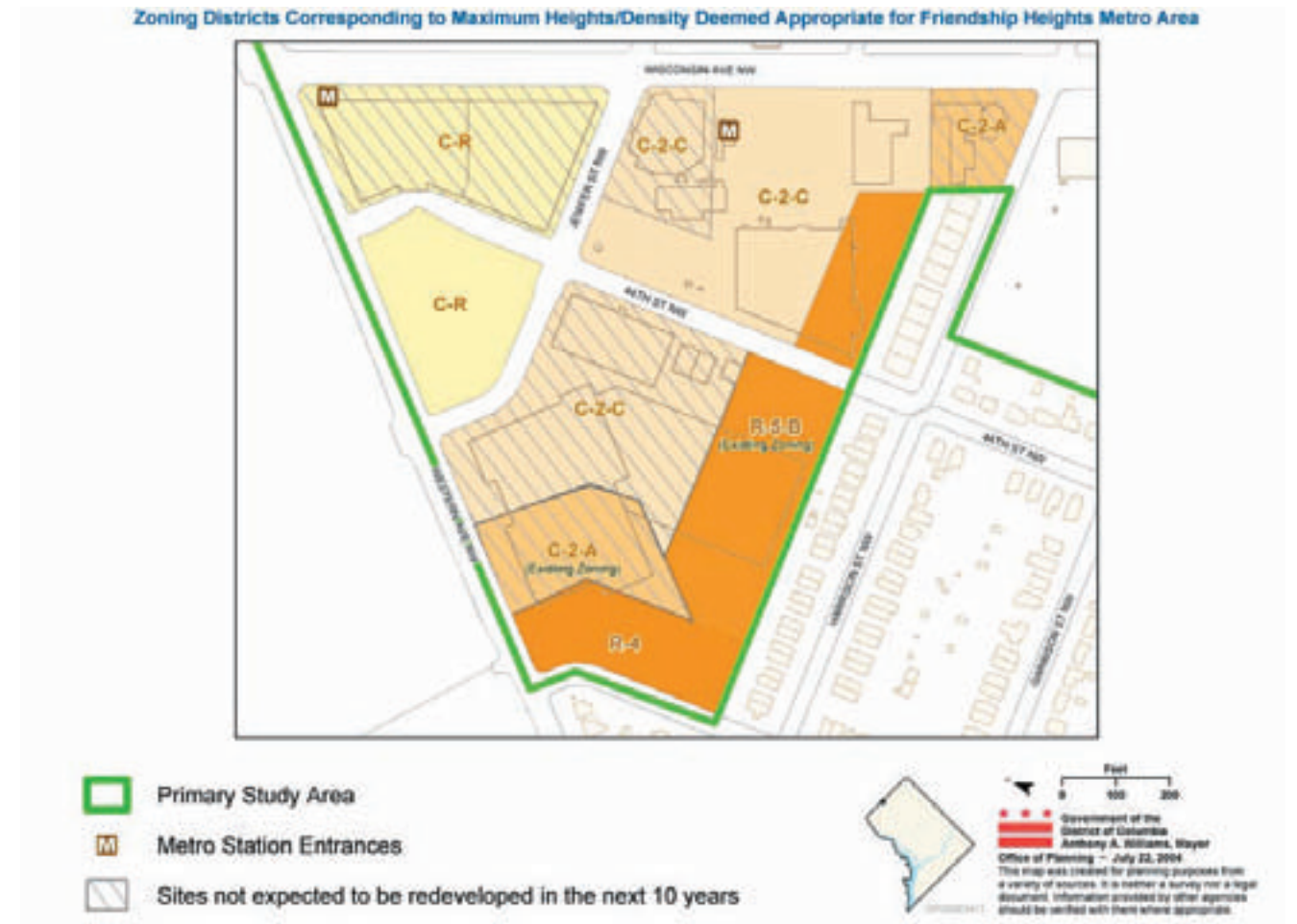
**Friendship Heights Metro- Existing Conditions**



**Illustration of Friendship Heights Metro (elevator entrance)**

Buildings on WMATA Bus Garage and Buick Dealership  
Sites Shown at Heights of Potential Zoning

Ehrenkrantz, Eckstut and Kuhn Architects



in Metro, and which further the objectives of the neighborhoods and the City at large. Several topics - including zoning, transit-oriented development and housing opportunity areas - are discussed below as ways to manage growth.

- Preserve neighborhood character by steering growth away from low-density single-family neighborhoods and towards locations where it can best be accommodated - along Wisconsin Avenue and, in particular, at areas near the MetroRail stations.
- Propose no increases in the heights and density currently permitted along Upper Wisconsin Avenue, other than at the blocks tightly clustered around the Friendship Heights MetroRail station.
- Develop procedures for consistent evaluation of proposed planned unit development (PUD)

public amenities, including affordable housing.

- Establish clear boundaries for the Housing Opportunity Areas.

The overall concept for the Corridor is to protect neighborhoods from development pressure by focusing growth along the corridor and specifically, at the transit stations. Concentration of new development at the stations will provide the critical mass needed to support improved retail, housing and public amenities. In addition, concentration of uses at the transit station will reduce traffic congestion by optimizing previous public investment in the transit infrastructure. Therefore, the Strategic Framework Plan encourages concentrated development at the MetroRail stations with transition away from the stations along the length of the corridor and into the neighborhoods.

## Zoning

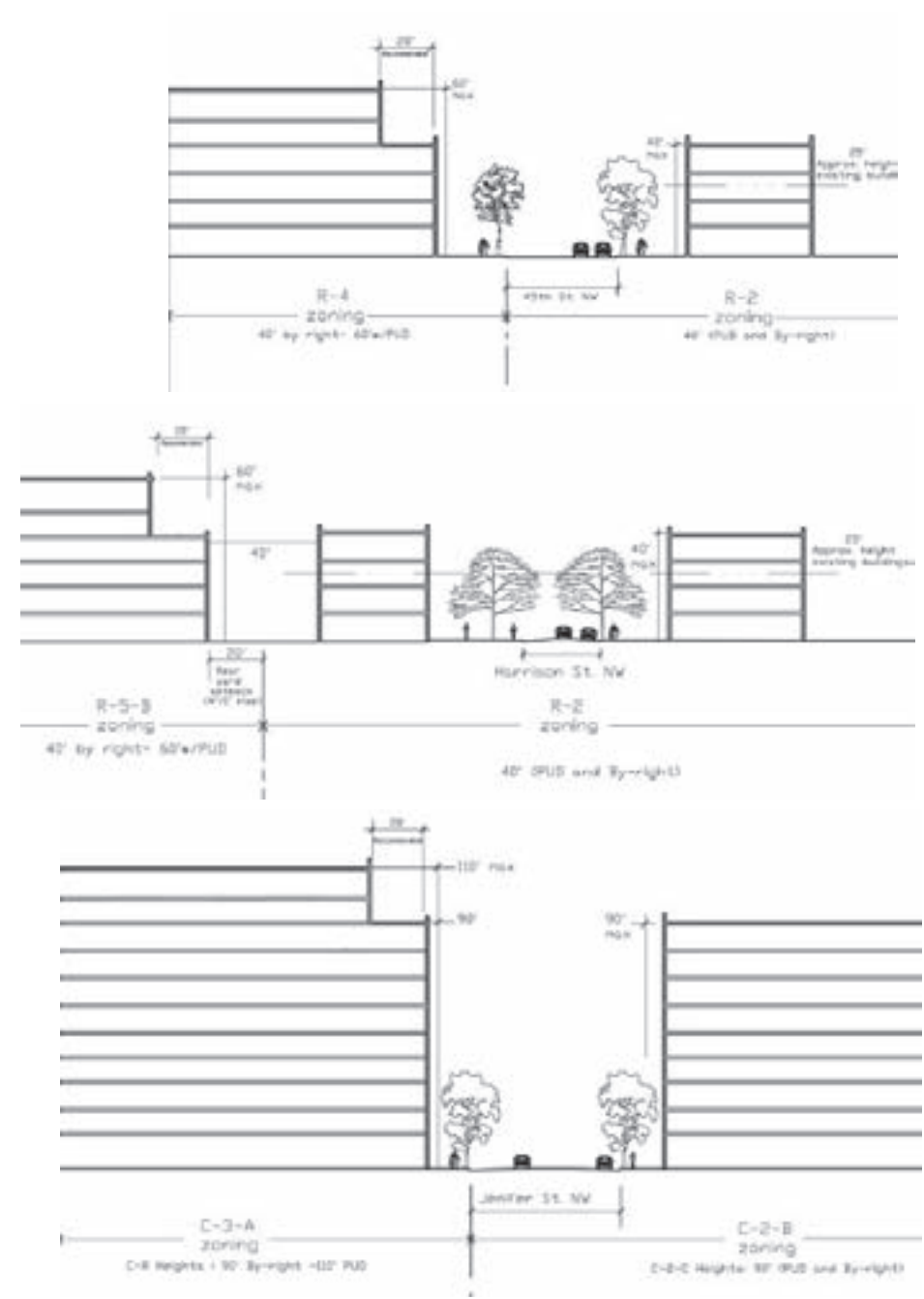
The current zoning focuses commercial and higher density residential development on the corridor and, for the most part, limits the areas off the corridor to low-density residential development (see accompanying maps). The existing general pattern fits with the design concept recommended by this Plan with the exception of Friendship Heights. The following outlines the Strategic Framework Plan's zoning recommendations for each sub-area.

**Friendship Heights** - Acknowledge the special vision that the Comprehensive Plan has for Friendship Heights as a “regional center” and Housing Opportunity Area. The Strategic Framework Plan recommends that the current zoning should be better tailored to what is envisioned in the Comprehensive

Plan and that it is appropriate to encourage greater height and density than is permitted by current zoning - as long as these increases are accompanied by greater benefits for the community under the PUD process, and as long as the development is appropriately buffered from the surrounding nearby neighborhoods. The Zoning Commission hears and decides requests for approval of PUDs.

The accompanying map of Friendship Heights identifies potential zoning districts for individual parcels in this area, which is roughly bounded by Wisconsin Avenue to the east, Western Avenue to the north, 45<sup>th</sup> Street to the west and the rear of the Lord and Taylor department store and WMATA bus garage to the south. The potential zoning districts are provided in response to citizen requests for more specificity about the densities as well as the heights that the Plan is

Section Drawings of Proposed Zoning at Friendship Heights  
Showing Building Height and Setbacks



Ehrenkrantz, Eckstut and Kuhn Architects

Friendship Heights Current and Potential Zoning

Zone	Purpose	Permitted FAR	Permitted FAR with a PUD	Maximum Height	Maximum Height with a PUD
R-4	Row houses and flats	--	1.0	40'	60'
R-5-B	Moderate density apartments	1.8	3.0	50'	60'
C-2-A	Community business center (low - moderate density)	2.5	3.0	50'	65'
C-2-B	Community business center (medium density)	3.5	6.0	65'	90'
C-2-C	Community business center (high density)	6.0	6.0	90'	90'
C-3-A	Medium bulk major business and employment	4.0	4.5	65'	90'
CR	Mixed residential, retail, office and light industrial uses	6.0	8.0	90'	110'

FAR refers to floor area ratio and is a measure of density. It is expressed as a ratio of total floor area in all above grade floors of a building to the land area of the lot that the building is situated upon. For example, an FAR of 1.0 could be a one-story building covering 100 percent of the lot, a two-story building covering 50 percent of the lot, a four-story building covering 25 percent of the lot, etc.

recommending. They are illustrative only, to indicate the heights and densities which the Plan finds to be appropriate for the area, provided that they are subject to the kind of detailed design and impact review, and the proffering of public benefits, that are part of the Planned Unit Development process. Therefore, the Office of Planning is not proposing to initiate these zoning changes; rather, zoning changes should be initiated by the landowner in the form of a planned unit development (PUD) and PUD related map changes.

The potential new zoning districts include R-4 at 45<sup>th</sup> Street; C-2-C at the Lord and Taylor department store site; CR at Mazza Gallerie and the adjacent parking lot and C-2-C for most of the block fronting on Wisconsin Avenue at Jenifer and 44<sup>th</sup> Streets. These new zones provide a residential buffer (R-4 and existing R-5-B) between the single-family neighborhood and the commercial core of Friendship Heights. The most

intensive commercial zone (CR) is directly across from high-density development in Friendship Heights, Maryland and completely buffered from the residential uses on the District side by less intensive commercial zones. The accompanying section drawings show recommended building heights and set-backs for the potential zoning districts.

The difference in the potential net development between the current zoning and the proposed zoning is 774,430 square feet under matter-of-right and 625,378 square feet under a planned unit development (PUD). This assumes that certain existing developments remain, i.e., Mazza Gallerie and the Lord and Taylor department store, and that development is more likely to occur in the short term on specific “soft sites,” i.e., WMATA bus garage, Buick dealership and the Mazza surface parking lot at 44<sup>th</sup> and Jenifer Streets.





**Basic Design Guidelines\***

- Active uses at ground level on all streets (no parking garages facing streets).
- Curb cuts should not be permitted on Wisconsin Avenue.
- Entries to parking garages should not be on Wisconsin Avenue.
- Parking garages should not be visible from the street.
- Building facades should meet the front property line.
- Buildings must front streets with active uses (commercial, residential or retail).
- Street walls shall be articulated with bay windows and surface articulation that create shadow, depth and, therefore, visual interest.
- Building facades should be organized vertically.
- Roof lines for the tallest buildings (65' to 110') should be diverse and varied.
- Retail streets should be composed of minimally 75% glass at ground level storefronts.
- Non- retail streets should have street trees spaced at no more than 30' on center.
- Principle building wall materials should consist of: stone, brick, pre-cast concrete and cast stone. Accent materials may include: metal panels, stone, brick, pre-cast concrete and cast stone.
- The heights of buildings should be "stepped" to match the adjacent existing permitted building heights (see section drawings for examples in Friendship Heights).

\*Developed by Ehrenkrantz, Eckstut and Kuhn Architects

**Middle Wisconsin** - Protect the small-town feel of the existing shops between Fessenden and Ellicott Streets by downsizing the scale of what is permitted to be developed in those blocks through the reduction in the zoning envelope. The Office of Planning would look into initiating a zoning change here. For the rest of the area, the Office of Planning does not recommend any changes in what is permitted by the current zoning.

**Tenleytown and South of Tenleytown** - The Strategic Framework Plan does not recommend any changes in the heights permitted under the current zoning.

**Retail Enhancement** - Explore the feasibility of an overlay zone that would encourage ground-floor retail uses within some of the commercially zoned parts of the Corridor. An overlay generally has two components: physical standards and use standards. In developing an overlay, it's important to create an environment that puts the pedestrian first. An overlay could do this by setting basic design guidelines related

to building setbacks, windows, ground floor heights and openings in order to create an attractive pedestrian environment (see text box). An overlay may also identify use standards or preferred uses, which are based on market analysis and community needs. Use standards may also provide incentives such as bonus density for preferred uses such as certain types of retail.

**Planned Unit Developments**

The Office of Planning will use the Strategic Framework Plan as a guide in reviewing development proposals. Approvals for requests that do not fit within the matter-of-right (by-right) zoning should be allowed only when: 1) they are in accordance with the principles of Transit-Oriented Development (TOD); 2) they further citywide Comprehensive Plan objectives without negatively impacting the surrounding neighborhoods; and 3) the proffered amenities are of a clear benefit to the public. This approach provides a policy statement so that both the residential and commercial members of the community have predictability in the outcome of the planning process and there is a reasonable expectation of what is desired. As was stated earlier, the Zoning Commission hears and decides requests for approval of PUDs. The Zoning Commission is required by statute to give “great weight” to the recommendations of the Office of Planning and the ANC.

The advantage of the PUD and PUD with map change approach is that the approval process requires significantly more review by the community and the Office of Planning than the by-right zoning process. A comprehensive public review is required of all PUDs. According to the Zoning Regulations, the goal of the PUD process is to “encourage high quality developments that provide public benefits.” The following outlines the steps that should be taken by a developer in the PUD process to ensure that the public benefits of a proposed project best reflect the needs of the community.

1. The developer’s first point of contact should be the “affected” Advisory Neighborhood Commission (ANC). After meeting with the ANC and getting

its input on appropriate public benefits, the ANC will provide the developer with a list of community and neighborhood organizations that should also be contacted and allowed to weigh-in on the discussion. The developer must demonstrate to the Office of Planning in its application that it took these steps.

2. The developer should refer to the list of general public needs identified in the Plan but recognize that the list was created at a particular point in time and may not necessarily reflect current needs of the community.

The following is a summary of desired public needs that have been identified by the community as part of the Strategic Framework Plan’s public participation process.

*Community Facilities*

- Contributions to local public schools, for example, an improvement fund for Janney Elementary School
- Contributions to the Tenley-Friendship Branch Library
- Community Business Center
- Day care or senior centers (new or improvements to existing)
- Youth-oriented programs or activities
- Charitable organizations in the area that house or provide services to needy residents of the neighborhood
- Improve neighborhood emergency medical services and assure that they are adequate for the safety of the frail and elderly residents as well as the safety of the community

*Cultural Resources*

- Arts center or other desired community space
- Historic Preservation efforts such as the Heritage Trail or the maintenance or upkeep of any historic resources

*Parks and Recreation*

- Adopt-a-park agreements (five-year) working with the District’s Department of Parks and Recreation (DPR) on design and maintenance standards
- Set-up maintenance endowments with DPR (trust fund) and/or National Park Service (NPS)

*Transportation*

- Additional public parking spaces within new developments
- Road/intersection improvements
- Traffic calming measures for neighborhood streets
- Streetscape improvements or contributing to a fund for Upper Wisconsin Avenue improvements and beautification
- Pedestrian crossing improvements
- Wisconsin Avenue circulator bus system
- Purchase Zipcars/Flexcars for use at the MetroStations

*Retail*

- Incentives for desired retail uses such as a children’s-oriented store or a hardware store and for locally-owned retailers and businesses
- Contributions to a merchant’s association and business improvement district

*Housing/Buildings*

- Low, moderate and fixed-income housing component
- Senior citizen housing
- Building design and materials of a high quality

*Environmental*

- Green buildings or other environmental friendly ideas





### Transit-Oriented Development

One objective of the Strategic Framework Plan is to realize the Corridor's potential under the principles of Transit-Oriented Development (TOD). TOD is concentrated around and oriented towards transit stations - either MetroRail stations or major bus stops - and is designed to promote transit riding. In 2002, the District completed *Trans-Formation: Recreating Transit-Oriented Neighborhood Centers in Washington D.C.* The planning policy builds on the historical precedent of the City's development. Many existing neighborhoods, such as Tenleytown, were originally established around trolley lines. Today, market trends, regional conditions and neighborhood concerns create an opportunity for a new strategy for regional growth. The District is pursuing a TOD policy citywide to achieve regional, municipal and neighborhood benefits including: economic development, air quality and transportation impacts, affordability and fiscal responsibility.

*Trans-formation* outlines six design principles that can create vibrant centers focused on transit, while

enhancing unique neighborhood characteristics. These principles relate to 1) orientation and connectivity, 2) quality public realm and amenities, 3) pedestrian-friendly, safe environment, 4) attractive architecture and design, 5) mix of uses, and 6) creative parking management. The vision of Transit-Oriented Development is to focus growth that is happening within the region within walking distance of transit stations.

As suggested by *Trans-Formation*, the success of TOD is tied directly to the quality of the public realm because the quality of the environment affects how far and how often people are willing to walk from transit to shopping, work and homes. Typically, walking distances are evaluated in two groups, as illustrated on the maps on page 26. The first circle is a five-minute or a quarter of a mile walk. Most people will walk this distance, and while aesthetics is a consideration, it has a more limited impact on the decision to walk or not to walk. The second circle represents a 10-minute or a half of a mile walk. At these distances, other factors become more

important such as:

- Are there interesting things to look at, like display windows, pleasant gardens or other people;
- Is the street safe, well lit and free of refuse; and finally
- Is the sidewalk comfortable - wide enough, with a uniform paving surface, shaded by trees in the summer, not too steep?

All these things factor into a person's decision of whether or not and how far they are willing to walk. Because nearly the entire corridor is within a 10-minute walk of the Friendship Heights and/or Tenleytown MetroRail stations and much of it is within a 5-minute walk, the corridor has excellent potential for pedestrians and fulfills a primary criteria of TOD. In addition, the corridor is supported by a strong bus system that further improves transit utilization.

Transit-Oriented Development principles are also supported by the smart growth initiative. According to

the Smart Growth Network, smart growth recognizes connections between development and quality of life. It leverages new growth to improve the community. In general, smart growth invests time, attention, and resources in restoring community and vitality to center cities and older suburbs. Smart growth is more town-centered, is transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities. But there is no "one-size-fits-all" solution. Successful communities do tend to have one thing in common - a vision of where they want to go and of what things they value in their community - and their plans for development reflect these values.

### Housing Opportunity Areas

To complete the information found in the District's Comprehensive Plan, the Strategic Framework Plan recommends defining the boundaries of the Housing Opportunity Area based on the proposed urban form and land use recommendations, the market analysis and the desire of the community to protect



Smart Growth Principles
1. Mix land uses.
2. Take advantage of compact building design.
3. Create a range of housing opportunities and choices.
4. Create walkable communities.
5. Foster distinctive, attractive communities with a strong sense of place.
6. Preserve open space, farmland, natural beauty and critical environmental areas.
7. Strengthen and direct development toward existing communities.
8. Provide a variety of transportation choices.
9. Make development decisions predictable, fair and cost-effective.
10. Encourage community and stakeholder collaboration in development decisions.

the surrounding residential neighborhoods. This new boundary removes the surrounding low-density neighborhoods from the Housing Opportunity Area - reducing the vulnerability of those stable neighborhoods (see accompanying map).

The Plan recommends the Friendship Heights Housing Opportunity Area be defined in general by Western Avenue on the north, Fessenden Street on the south and the rear of the properties fronting on Wisconsin Avenue on the east and the west, and also including the areas adjacent to the commercial properties in the block between Harrison and Garrison Streets and the area on the west, just north of Harrison Street and east of 44<sup>th</sup> Street and the area bounded by 44th Street, Jenifer Street and Western Avenue. The Tenleytown Housing Opportunity Area shall be bound by Ellicott Street on the north, Grant Road on the south, Fort Drive on the east and the sections of 42nd Street on the west that are included in the boundaries of the Primary Study Area.

### Affordable Housing

Rising home prices in the District have only exacerbated the affordable housing problem that already exists in the City. In Ward 3, the lack of affordable housing options is especially acute. To that end, many residents have commented on the importance of encouraging affordable housing along Upper Wisconsin Avenue as part of this Plan. The Office of Planning (OP), as part of the Office of the Deputy Mayor for Planning and Economic Development (DMPED), is extensively involved in affordable housing issues. It is a very broad and complex issue, too large and complex to be dealt with in any depth as part of the Upper Wisconsin Avenue Corridor Study, but the following section outlines the current efforts being undertaken by the District Government in its attempt to deal with this most pressing issue.

The City has three different agencies that provide direct housing programs: the Department of Housing and Community Development (DHCD), the DC Housing Finance Agency (DCHFA) and the DC Housing Authority (DCHA). There are many more agencies that are involved less directly, such the Office of Planning, Banking Commissioner, various human service agencies and numerous neighborhood community development corporations and non-profit organizations. The District Council has just confirmed a new Comprehensive Housing Task Force, which includes members from the private and public sectors, who are working on developing a comprehensive housing policy.

There is no one “silver bullet” to deal with affordable housing. The District is pursuing a combination of strategies. DCHA continues to upgrade its publicly-assisted housing, in particular, pursuing several major HOPE VI projects which upgrade obsolete public housing, and integrate it with mixed-income residents. DHCD administers the Community Development Block Grant program, which funds efforts such as the single-family rehabilitation program. DHCD also runs the Housing Purchase Assistance program (HPAP), and a program to reduce the cost of land bought for

affordable housing. DCHFA provides a number of innovative financing programs for new housing, which generally offer below-market rates as an incentive to set aside a portion of the housing for low to moderate income families. Whenever DMPED or the National Capital Revitalization Corporation (NCRC) disposes of city-owned property, there is generally a requirement that at least 20% of the units be affordable, as was done in Columbia Heights, the Petworth Metro and the recent disposition of the Wax Museum site at 5<sup>th</sup> and K Streets, NW. The City is attempting to avoid concentrating poverty, so efforts such as inclusionary zoning, which disperses economically disadvantaged households throughout the District, are very important, but the City is realistic in acknowledging that it cannot produce a particularly large number of units, or produce units with very deep subsidies.

The District also has a housing voucher program, funded by the U.S. Department of Housing and Urban Development. Vouchers can only cover a portion of the cost, however, so, if the difference between one-third of an applicant’s income and the rent cost is too great, they cannot be used. The District currently has more vouchers than there are apartments available. But vouchers are not the solution to the affordable housing problem. They are one piece, but without an incentive to a developer to keep the price of housing down, the rent is still too expensive, even with a voucher. That is one reason why OP believes that inclusionary zoning is an important strategy for dealing with this problem. OP currently has a consultant studying the possibility of broadening the District’s inclusionary zoning program.

One option available to homeowners that can assist with the affordable housing problem is the use of accessory apartments. In September 1993, the Zoning Commission amended the DC Zoning Regulations to permit the establishment of accessory apartment units in single-family detached structures located in low-density residential zone districts. The regulations state that “the new apartment may be created only through internal conversion of the house, without any additional lot occupancy or gross floor area; garage space may not be converted;”

The Office of Planning will investigate a revision to the Zoning Regulations that would allow garage space to be converted for accessory apartment use in homes that cannot create an apartment through internal conversion due to size constraints (homes that do not have at least 2,000 square feet of gross floor area and/or do not have the minimum lot area for their respective zone district) or configuration of the house. The benefits of allowing accessory apartments include:

- Providing additional income for homeowners who otherwise would be unable to afford purchasing a home in the City due to rising home prices;
- Providing additional income for older residents on fixed incomes who may not be able to afford the upkeep and taxes on their homes and would be forced to sell; and
- Providing affordable rental housing for lower-paid employees (public safety personnel, teachers, etc.) and others who cannot afford market priced units in high-rent areas of the City.

### 2. Protecting Neighborhoods

An important goal of this Study is to add predictability to the development, review and planning processes as it pertains to the surrounding neighborhoods. These neighborhoods are stable and attractive and it is in the interest of the City to preserve and protect this valuable resource. Increases in active uses fronting along the corridor should not be allowed to negatively affect the adjacent neighborhoods. Although each of the recommendations in the plan furthers this goal, the following is a specific neighborhood protection recommendation.

- Establish a “Growth Restriction Area” within which zoning changes or PUD applications would not be supported.
- Conversion of institutional uses within the Growth Restriction Area to non matter-of-right uses will not be supported.



Growth Restriction Area

An important objective of the Strategic Framework Plan is to control development outside of the corridor in areas that are currently primarily single-family neighborhoods. To that end, just as the Plan clearly defines the Housing Opportunity Areas, it also designates the neighborhoods surrounding the Housing Opportunity Area as a Growth Restriction Area. The Office of Planning will not support zoning changes or PUD applications within this area.

There are several private schools and assisted living facilities located in residential zones just outside the primary study area described by the Strategic Framework Plan and indicated as “Private Institutional Use” on the map. These institutions are valuable resources for the Upper Wisconsin neighborhoods and the entire City. Because they are located in residential zones, their expansion is already controlled through the special exception process by the Board of Zoning Adjustment.

The Upper Wisconsin Avenue Corridor Study recognizes the importance of these institutions, not only for the services they offer, but also because they generally provide welcome expanses of green spaces and serve as buffers between the higher density development on the Avenue and lower density residential uses. The Plan recommends the retention of these existing institutional uses outside of the Primary Study Area, or - if they depart - future matter-of-right development of these sites. Conversion to other uses, which are not matter of right, particularly at a higher density, will not be supported.

The Growth Restriction Area for this planning initiative is defined by the single-family neighborhoods surrounding the corridor.

There are also four public schools in the Growth Restriction Area. The Plan leaves open the possibility of future expansion and development at these schools. Funding for modernization or redevelopment of a school like Janney Elementary School, as outlined in the DC Public Schools’ facility modernization program, has not been programmed, and thus must be assumed to







be very long-term. Development opportunities, such as a public-private partnership, is one of only a handful of options available to it to fund needed modernization and facility improvements in a more timely manner.

### 3. Encouraging a Greater Retail Mix

During this and previous planning studies, the community has expressed a desire for a greater mix of retail along the corridor. Successful commercial districts provide for a range of needs: neighborhood goods and services; places to live, shop, eat and be entertained; and opportunities for employment. An appropriate mix of retail use is currently lacking - an environment needs to be created that is conducive to the creation of new retail. Parts of the corridor have little diversity in the type of retail offered to the surrounding neighborhood; Tenleytown is the most obvious example of this. For retail to thrive, the plan recommends concentrating retail and diversifying the land uses with new residential and office functions. These concentrations of residential and office population will help support the desired retail. The addition of residential to the corridor also fulfills the Comprehensive Plan's goal of diversifying the type of residential available in Ward 3, and fulfills the objectives of TOD to provide vibrant, walkable, mixed-use centers at MetroRail stations.

- Identify ways in which possible ground floor design and use guidelines can achieve the

appropriate mix of retail and other desirable uses (zoning overlay).

- Continue the Comprehensive Plan designation of Friendship Heights as a Regional Center.
- The character of Jenifer Street and Western Avenue should be changed and upgraded to better connect the retail along Wisconsin Avenue with the Lord and Taylor site.
- Encourage greater densities and heights at Friendship Heights.
- Encourage a greater intensity of mixed uses near both MetroRail stations to support more retail diversity.
- Keep heights and densities of commercial buildings in the block from Ellicott Street to Fessenden Street low to foster neighborhood-serving retail.
- Establish a merchant's association in Tenleytown.
- Establish a business improvement district (BID) and/or Main Street to strengthen the retail environment and attract new businesses for the entire corridor.

#### Friendship Heights

The Strategic Framework Plan recognizes the importance of Friendship Heights as a "regional shopping" center to the District of Columbia and recommends the continuation of this designation

in the Comprehensive Plan. However, there are opportunities to improve this area. The character of the Jenifer Street and Western Avenue frontage to the west of Wisconsin Avenue should be changed and upgraded. The existing parking lot offers an infill opportunity to create additional street fronting retail with Lord and Taylor acting as an anchor at the west. Jenifer Street should be promoted as a pedestrian friendly retail street; sidewalks should accommodate outdoor cafés; street parking should be permitted; and public green spaces should be incorporated into the design.

Western Avenue should also be redesigned with street fronting retail. A major reconfiguration of the north side of Western Avenue has been approved by Montgomery County. This will include relocating Hecht's department store west to the corner of Western Avenue and Friendship Boulevard, adding storefronts on Western Avenue, the creation of new open spaces and upgrades to the streetscape. The south side of Western Avenue should be reconfigured to complete the shopping street, by adding additional retail and a streetscape design to coordinate with the north side of the street. Parking for new uses should be convenient and inviting to protect adjacent single-family neighborhoods.

The type of land use that is most lacking in Friendship Heights is residential. The creation of mixed-use districts is an important component of the Transit-

Oriented Development (TOD) policy because it offers residents the opportunity to live, work, shop, dine and play without the use of an automobile. The emphasis on residential land uses at MetroRail stations allows the City to accommodate the region's population growth in a fashion that makes the best use of our public investment in the MetroRail system. Friendship Heights has the opportunity to be a prime example of TOD, with the addition of residential at the transit station, and as indicated in the market analysis, the sub-area has excellent residential potential. In addition, it is the intention of the Plan to accommodate expected residential growth on the corridor directly to protect the surrounding neighborhoods from development pressures.

#### Middle Wisconsin

The Plan recommends maintaining much of the same land use pattern that currently exists but working to stabilize the sub-area. There exists a comfortable mix of neighborhood-serving retail, such as the retail uses between Ellicott and Fessenden. The land use policy is targeted at adding additional support for these neighborhood-serving uses with infill developments that complement those uses and redevelopment to improve land use efficiency. This includes the addition of some street fronting retail, reworking of some of the larger parcels and encouraging a combination of office and residential uses on the upper floors.



Tenleytown

For Tenleytown, the Strategic Framework Plan's focus is on revitalization of the retail character as a multi-neighborhood center surrounding the MetroRail station. There has been a strong desire expressed by the community for a better mix of uses in Tenleytown, such as additional restaurants, a hardware store, ice cream parlor, etc. The plan supports that notion, but recognizes that to support the creation of additional retail uses, a greater and more diverse mix of other uses is also needed. Therefore, the Plan recommends a mixed-use approach to the revitalization of Tenleytown. This combines ground floor retail with upper level residential and office uses. This concept furthers the policy initiatives of Transit-Oriented Development and the Comprehensive Plan for Ward 3, by concentrating a mix of uses at a MetroRail station, similar to what was discussed for the Friendship Heights area.

South of Tenleytown

The Plan's land use recommendation for the area South of Tenleytown is two-fold. First, the existing pattern of office and institutional uses should be maintained. Only infill of those type uses is expected. Similarly, residential uses may also occupy upper floors of infill projects and continue to be consistent with this Plan. Secondly, the land use policy supports the maintenance of retail as an ancillary use in this area not a primary use. Suburban style, auto-oriented retail is discouraged.

Retail Demand

The accompanying table shows the total retail demand for each sub-area. The demand was analyzed in three categories: General Merchandise (general merchandise, apparel, furniture/home furnishings and other), Convenience Goods, and Meals and Beverages. For Friendship Heights, the total projected retail demand over the next five years is expected to hit approximately 1,600,000 to 1,725,000 square feet. This total leaves 400,000 to 525,000 square feet of untapped market potential in excess of the area's current inventory of approximately 1.2 million square feet (including Friendship Heights, Maryland).

Total Retail Demand by Sub-Area

	General Merchandise	Convenience Foods	Meals and Beverages	Total Demand	Total Supply	Total Unmet Demand
Friendship Heights	425,000 - 450,000	700,000 - 750,000	475,000 - 525,000	1, 600,000 - 1,725,000	1,568,000	32,000 - 157,000
Middle Wisconsin	33,000 - 40,000	35,000 - 40,000	25,000 - 30,000	93,000 - 115,000	130,000	*
Tenleytown and South of Tenleytown	95,000 - 110,000	120,000 - 130,000	60,000 - 75,000	275,000 - 315,000	120,000	80,000 - 120,000

\* Projected demand exceeds current inventory

It is important to note that the planned residential projects in Friendship Heights are scheduled to add approximately 100,000 retail square feet to the market in the next five years, and this number is not included in current inventory numbers quoted above, nor was it subtracted from the total potential demand. Additionally, new retail space in the Wisconsin Place and Chevy Chase Center projects could total 268,000 square feet. Therefore, if the retail space in the planned projects is included in the inventory of the Friendship Heights space, the unmet demand for this area over the next five years is between 32,000 and 157,000 square feet.

The total retail demand for Middle Wisconsin for the next five years is expected to reach approximately 93,000 to 115,000 square feet. This projected demand exceeds the current inventory of 130,000 square feet, thereby suggesting that underperforming retail is located in this area. If the retail condition of this area improves with the creation of a comprehensive retail strategy, streetscape improvements and parking alternatives, retailers will face higher expectations in terms of sales per square foot and rent rates. It is anticipated that the Middle Wisconsin area will stabilize with retail offerings that total between 93,000 and 115,000 square feet.

The total retail demand for Tenleytown and South of Tenleytown areas for the next five years is expected to reach between 275,000 and 315,000 square feet.

Currently, the inventory of retail space in this area is approximately 120,000 square feet. Including the retail space at the former Sears/Hechinger site (Best Buy and the Container Store) as part of the current inventory, the total retail potential for Tenleytown for the next five years is estimated to range between 80,000 and 120,000 square feet. More detailed information on the retail demand can be found in the market study in Appendix C.

Retail Recruitment

The market study showed that there is demand along the Corridor for additional retail. There are several options available to improve the retail environment along Upper Wisconsin Avenue and the Office of the Deputy's Mayor for Planning and Economic Development's reSTORE DC initiative is the key pubic agency to assist in that endeavor. The purpose of reSTORE DC is to coordinate activities that support retention, expansion and attraction of retail stores in the District's neighborhood business districts. reSTORE DC has several programs, which provide financial and technical assistance to non-profit organizations that seek to undertake commercial revitalization. Neighborhood businesses interested in seeking assistance can also join together to form one or all of the following organizations: Business Improvement District (BID), Merchant's Association and/or Main Street Program.

A Business Improvement District (BID) is generally a 501(c)(6) designation, which allows property owners to establish a self-assessment district that becomes a mandatory assessment when the BID is approved by legislation. The primary activities of a BID focus on improvements in the assessment district, typically dealing with cleanliness, maintenance and safety issues, as well as marketing the entire assessment district.

A Merchants' Association is a professional organization, often a 501(c)(6) or 501(c)(4) designation, that functions as a voluntary membership group. It performs a number of services, including education (crime prevention, sanitation, security), advocacy, improving the business climate, improving public space and creating an inviting business atmosphere. However, because all contributions are voluntary, merchants' associations typically provide a fairly low level of program activity.

A local Main Street Program is a not-for-profit, commercial revitalization organization, usually a 501(c)(3) designation, that works to enhance and improve the overall retail climate in a neighborhood business district. It depends almost entirely on voluntary participation efforts by the stakeholders of the neighborhood business district. It often undertakes a number of functions performed by the above two organizations. Once an organization has been awarded a Main Street designation, reSTORE DC will provide a five-year commitment to it for technical support, grant







money and a full-time director. Main Street Programs typically promote public realm design and streetscape improvements and hold special events.

To ensure and encourage a better retail mix, the Plan recommends that the Tenleytown businesses form a merchant's association similar to the one in Friendship Heights (Chevy Chase Shopping District Association) and that both commercial areas may want to pursue the creation of a business improvement district and/or apply for Main Street designation. With assistance from reSTORE DC, these groups can put forward a coordinated effort to support the retention, expansion and attraction of retail stores along Upper Wisconsin Avenue.

#### 4. Creating an Attractive Streetscape and Improved Public Realm

What defines the built environment - the urban form? What are the elements of our environment that together form a place? The quality of the public realm - the spaces between the buildings along the street - has a powerful influence on community livability and economic vitality. Streets and public spaces should be clean, safe and beautiful. There are several elements that the plan considered; the public realm and pedestrian environment, the effect of topography and land forms, the greenspaces and parks, and the placement and size of buildings. The design team studied these elements to understand what the urban form is now - what works and what doesn't.



#### Public Realm and Pedestrian Environment

- Reinforce the boundary between pedestrians and vehicles by creating a consistent edge to the sidewalk, such as street trees
- Reduce curb cuts where possible. Driveways for new development should be minimized unless location off of the corridor would negatively impact the surrounding neighborhood.
- Improve roadway crossings at River Road, Belt Road, 40<sup>th</sup> Street/Fort Drive and 39<sup>th</sup> Street to increase pedestrian safety and environment.

#### Building Placement

- Buildings should provide a consistent building line, with setbacks minimized along Wisconsin Avenue.

#### Greenspace and Parks

- Define the edges of Tenley Circle (the Circle) by maintaining the greenspaces, improving landscape design and, where possible, reworking the road intersections.
- Encourage the creation of more public open spaces, plazas and gathering spaces north of the Circle.
- Open spaces adjacent to the corridor, such as Fort Reno, should be maintained, enhanced and better linked to the corridor, where possible, so that the community can fully realize their potential.

#### Historic Preservation

- Respect the historic Fort Circle Park system.

#### Public Realm and Pedestrian Environment

As discussed, most of the corridor is within a 5 to 10 minute walk from a MetroRail station, creating an excellent opportunity along the Corridor to realize the goals of Transit-Oriented Development. However, improvements are needed to increase pedestrian use of the corridor and reduce reliance on cars. These should include a comprehensive streetscape design that defines the individual retail nodes as destinations and establishes a consistent design language for the remainder of the corridor; road crossing improvements; and the creation of destinations at the MetroRail station plaza areas.

Pending, and future, development proposals (PUDs) provide an opportunity to upgrade significant portions of the Upper Wisconsin Avenue streetscape. Several projects are proposed or under design; using these private initiatives, an improved streetscape can begin to emerge for the corridor, but this must be coordinated to ensure that a consistent streetscape design is constructed. Three types of areas exist along the corridor that should be considered by the design exercise. Both Friendship Heights and Tenleytown should be identified as distinct shopping areas by a unique design treatment. The remainder of the corridor should have a simpler but consistent design treatment to link the two primary retail nodes together. For each of these design conditions, a consistent pattern of paving materials, plant materials, tree spacing, lighting and other street furnishings should identify the area.

A consistent edge to the sidewalk should be created with street parking and tree plantings at the curb line to define the boundary between the pedestrian and vehicular areas. Street parking, which is good for the businesses, also gives the pedestrian a sense of being sheltered from the moving traffic. In the retail areas, sidewalks should extend from the lot line to the building face with regularly spaced trees in planting beds approximately four by eight feet. Trees should

be spaced at an interval of thirty feet. In residential portions of the corridor, sidewalks should also extend from the lot line with the same pattern of tree planting beds. However, along residential buildings a landscape stripe may be used between the back of the sidewalk and face of the building to improve privacy in the residential unit. Sidewalks should maintain eight feet of walkway without interruption that would impede pedestrian movements; a minimum of six feet of clear is acceptable.

A consistent palette and pattern of paving materials should be required for each of the three design conditions. Benches should be required (maximum of four feet between armrests). Trash receptacles should be located at regular intervals along the curb line to improve cleanliness. These and other street furnishings should be selected from a unified design pallet and required for the entire corridor. Lighting, such as the Washington Globe, should be added. Bus stops need to be integrated into the streetscape design in such a way so that they do not interrupt the pedestrian flow. The detailed design criteria used in other districts within the City, such as Chinatown, should be the guide for the level of detail needed for the streetscape design requirements.

The pedestrian experience on the corridor must also be improved by the reduction of curb cuts and the improvement of road crossings. Driveways for new development should be minimized unless the location off of the corridor would negatively impact the surrounding neighborhoods. Driveways should be constructed of a quality material, consistent with the other paving materials selected for the corridor, but should be distinguished by color and/or texture from the walkways to be discernable to the pedestrian.

Several roadway crossings are also recommended to be improved on the corridor and should be studied further. These include:

- River Road - reconfigure intersection to reduce the length of crossing,
- 41<sup>st</sup> Street - remove one block to improve crossing at Brandywine and Wisconsin and link to Wilson High School,



**Towers at Tenleytown**



- 40th Street/Fort Drive - reconfigure intersection at Albemarle Street to reduce the length of crossing, and
- 39th Street - remove one block to improve crossing at Van Ness and Wisconsin.

These recommendations are depicted on the illustrative site plans found in Chapter 4.

### Building Placement

New buildings should be lined up with a consistent building line. This is most important in the retail areas to ensure a consistency of the storefronts, but is also important in other parts of the corridor, so that the public realm is well defined, creating a sense of enclosure. The plan recommends that building setbacks be minimized along Wisconsin Avenue.

### Topography and Land Forms

As noted, the two most dramatic outcomes that have resulted from Tenleytown being such a high point are Fort Reno and the communication towers. The

National Park Service (NPS) has indicated that a critical view line from Fort Reno exists. The most historically relevant part of the Fort, which remains, is the historic elevation at the earthworks and the view line itself. The view line is defined from the high point at the historic earthworks within Fort Reno (approximately elevation 420) to Peach Grove (now known as Tysons Corner, Virginia). The NPS Office of Land Resource and Planning can be consulted for the exact location of these points. It is believed that this view is historically important because it was used during the Civil War for signaling to Peach Grove and that this signal line was important in the Battle of Fort Stevens. The NPS suggests that new construction should not obstruct that view line.

The communication towers are the other important impact of the high point in Tenleytown, and are unlikely to be removed. Fortunately, the towers do not front directly on Wisconsin Avenue, so the effect on the pedestrian environment can be mediated. New development near the towers should be oriented toward screening the towers from pedestrians.

The area of steep slope on the north edge of Tenleytown has been taken into account by the Plan because the slope creates a natural edge to the primary retail district in Tenleytown. The slope creates an identifiable boundary to Tenleytown and sets the area apart as a distinct district. Therefore, the plan recommends that the area north of the Chesapeake intersection not be required to provide continuous retail frontage, but be allowed to have ancillary retail. When provided, retail should be at the ground level, not steps above or below the sidewalk elevation. Architecturally this is difficult and costly to provide in areas of steep slope.

### Greenspace and Parks

Improvements to the existing greenspaces on the corridor and the addition of new open spaces will make a significant contribution to the quality of the environment. The community has noted that it is lacking a “sense of place” along the corridor. Tenley Circle is the most significant public open space on the corridor but changes in the roadway patterns over

the years have left the Circle difficult to distinguish and reduced the impact of the open space that surrounds the original traffic circle. The National Park Service (NPS) owns the parkland at Tenley Circle. The Strategic Framework Plan suggests better defining the edge of the circle through consolidating green spaces, improving landscape design and reworking road intersections, where possible.

Tenley Circle is currently intersected seven times. The Plan recommends removing one of those connections to consolidate small green spaces, creating more usable open space. The road link suggested to be removed is Fort Drive at the north side of the circle. A detailed study should be undertaken to fully understand the traffic and historic contribution of these segments before a final design is undertaken. If the road segments were realigned, the open space redesign should incorporate the original alignment, function and historical relevance in its design concept. The landscape concept for the Tenley Circle open space should re-enforce the original circle with tree planting and perhaps the introduction of specialty paving.

The *Memorials and Museums Master Plan* (2001), completed by the National Capital Planning Commission (NCPC), identifies the Tenley Circle Reservations as a potential location for a future memorial. The NCPC Plan states that several parcels associated with the Tenley Circle intersection provide a range of commemorative opportunities that could complement the neighborhood setting and District focal point.

In addition to Tenley Circle, the open spaces adjacent to the corridor should be maintained and enhanced where possible so that the community can fully realize their potential. At Fort Reno National Park, a plan to do just that is currently underway. NPS has recently signed a 20-year agreement with the District's Department of Parks and Recreation (DPR) to improve and maintain the existing fields at Fort Reno Park and to add an additional field. The NPS has also completed a comprehensive management plan/environmental assessment for all of the Fort Circle Parks. The purpose of the plan is to provide a unifying

management concept for significant historic resources associated with the Civil War defense of Washington that will allow these resources to be preserved for future generations and interpreted in a coherent, easily understandable manner. A single, comprehensive management plan provides a framework for consistent maintenance, interpretation, resource management and other aspects of operation. The plan further recognizes that rehabilitated recreations facilities in the Fort Circle Parks will enhance the visitor experience.

There are currently three small triangular parks on the Corridor, at Fessenden, Ellicott and Veazey Streets. DPR maintains these parks and recently completed improvements to the Fessenden park. These include general site improvements, installation of new furniture and planting beds and construction of a sidewalk. DPR also has an adopt-a-park program in which organizations or individuals make improvements to a park and maintain it for a five-year period (cost is approximately \$10,000 to do initial park design and plantings). There are several opportunities to create additional small, but significant public spaces throughout the corridor. Several potential sites have been identified and are presented in more detail in the illustrative site plan (Chapter 4). The implementation of these types of improvements should be sought when parcels are redeveloped by the private sector.

## Other Considerations

### Transportation

#### Public Transportation

Like other transit agencies throughout the country, the Washington Metropolitan Area Transit Authority (WMATA) has a very active public/private Joint Development Program. Through this program, WMATA aggressively seeks partners to develop WMATA-owned real property near transit stations and promotes projects that achieve the following Board-adopted goals:

- Promote Transit-Oriented Development (TOD) by giving priority to Joint Development proposals which contain the following smart growth development principles; reduce automobile





dependency; increase pedestrian/bicycle originated transit trips; foster safe station areas; enhance surrounding area connections to transit stations, including bus access; provide mixed use development, including housing in compliance with local regulations; and the opportunity to obtain goods and services near transit stations and offer active public spaces;

- Attract new riders to the transit system by fostering commercial and residential development projects on WMATA owned or controlled land and on private properties adjacent to Metro stations;
- Create a source of revenue for the Authority to operate and maintain the transit system by expediently negotiating joint development agreements between WMATA and public or private development entities; and
- Assist the WMATA local jurisdictions to recapture a portion of their past financial contributions and to continue making subsidy payments by expanding the local property tax base and adding value to available local revenue.

WMATA also supports intensive development within walking distance of transit stations on non-WMATA property to achieve the above goals and, to that end, actively participates in task forces and local planning efforts focusing on TOD. It is important to note that local jurisdictions contributed greatly to the \$9 billion capital cost of the transit system and that taxes derived from private development, particularly on WMATA-owned sites which are otherwise untaxed, help provide a return on that investment.

Data from WMATA's 2002 *Rail Passenger Survey* shows that the Friendship Heights station ranks 22nd of the 83 Metro stations for daily entries into the station while the Tenleytown station ranks 30th. With five entrances, the Friendship Heights station possesses one of the highest entrance capacities in the system.

In the 2001 *Core Capacity Study*, WMATA addressed future capacity issues. For this study, WMATA used Metropolitan Washington Council Of Governments (MWCOC) Cooperative Forecast data for population,

employment and households for the region to determine how many additional riders the system could expect based on future growth. The MWCOC forecasts are provided by jurisdictions and represent current and projected development in that jurisdiction for a 25-year period. The core capacity analysis was done for the peak 1-hour time period at the maximum load point for each line. On the Red line, the maximum load point is located at Dupont Circle - inbound from Friendship Heights. In other words, these capacity constraints are occurring during 1 hour in the peak period much farther down on the Red line than the Friendship Heights and Tenleytown stations. The *Core Capacity Study* findings do take into account 8-car trains and minimum headways. Again, it is important to note that the limits described in that Study are for the peak one-hour period at the maximum load point in the Core Stations, which do not include Friendship Heights or Tenleytown.

With regard to station capacity concerns generally, the *Core Capacity Study* addressed the movement of customers throughout the system. With its plan to move more trains with more cars through the system, WMATA will move customers more quickly through stations, thereby addressing capacity at all points. However, it is important to note that the WMATA system (stations included) was originally designed to provide for about 1.4 million daily passenger boardings. Today, the system provides for only about 55% of that daily capacity. With six-car trains, running every 3 minutes, at 120<sup>1</sup> passengers per car, the Red line currently provides enough peak period capacity for 14,400 passengers/hour.

With regard to the Friendship Heights and Tenleytown stations specifically, concerns about elevator outages can be addressed through the maintenance program; this is not a capacity issue. At present, there are no plans to add escalators at the Jenifer St. entrance. The three gates are not a constraint. In fact, with the implementation of the SmartCard program, gates now have an additional 10% throughput capacity. In addition, stations with much greater peak period activity and the same (or fewer) number of gates are not constrained by the number of gates at the station.



For example, the Judiciary Square entrance/mezzanine on F St., with 3 gates open in the peak travel direction, handles more than 3,500 entries on a typical day with about 900 entries during its peak hour. In comparison, on a typical workday the Jenifer St. entrance/mezzanine handles about 1,600 entries for the entire service day. The most entries in a given hour occur between 8 am-9am, with about 270 entries. However, if ever a new gate is warranted, there is room to add more.

WMATA's Office of Operations Planning and Administrative Services has confirmed the following estimates of the impact of potential development on the Tenleytown and Friendship Heights stations and on train capacity. The Upper Wisconsin Avenue Corridor Study estimates that there is a market demand for about 1,800 additional residential units along the Corridor. This translates into about 3,600 trips per day on transit<sup>2</sup>, which equates to about 600 travelers during the peak hour. The impact of this total development on future eight-car trains, running at the 20% increased frequency, which began in April 2004, during the peak period (mornings) would be about 4

additional persons per car. At the peak station, Dupont Circle, during the peak period, peak passenger load for such trains would be 68 persons per car *without* the Upper Wisconsin Avenue-generated passengers. As noted above, capacity of each car by Metro standards is 120 passengers.

MetroBus Routes 30, 32, 34, 35, and 36 provide service along Wisconsin Avenue between the Friendship Heights MetroRail station and M Street in Georgetown, then continue through downtown to various terminals in Southeast Washington. Service is provided over a 22-hour span seven days per week. Buses are scheduled to operate every 4-5 minutes during AM and PM peak periods and every 9-15 minutes off-peak and on weekends. Buses on these routes have a capacity of 50 passengers (42 seats plus 20% standing). Current peak loads average 35 passengers per trip.

<sup>1</sup> WMATA uses the 120 passenger capacity figure; the manufacturer's design capacity is 175 passengers.

<sup>2</sup> Development-Related Ridership Study, J.H. Kain, 1989.



The Regional Bus Study completed in 2003 recommends implementation of a limited-stop, premium bus service on Wisconsin Avenue overlaid on the existing local routes, which would increase capacity substantially. Implementation of this new service is dependent on obtaining additional funding to support the operating costs. MetroBus Route N2 provides additional service on Wisconsin Avenue between Friendship Heights and Tenleytown. From Tenleytown, N2 buses turn on Nebraska Avenue to Massachusetts Avenue, then to Farragut Square. N2 service operates weekdays between 6 a.m. and 8:30 a.m. Buses are scheduled to operate every 15-20 minutes during AM and PM peak periods and every 30 minutes off-peak. Buses on this route also have a capacity of 50 passengers with current peak loads averaging 30 passengers per trip.

There are a number of initiatives underway at WMATA to address capacity concerns. On the rail side, in addition to recommendations from the *Core Capacity Study* with regard to increasing headways and adding cars, the *Study* also made the following recommendations.

**Rail Demand Management**

Undertake measures to shift customer demand to shoulders of peak to allow for full utilization of system’s capacity.

- Implement feeder bus service
- Add parking spaces at rail stations and remote park and ride facilities
- Implement time-based access to parking
- Encourage staggered work hours and alternative work schedules.
- Implement Peak Period Pricing: Peak one hour - peak period differential

**Rail Station Capacity Improvements**

Enhancements at specific stations based on constraints could include:

- New entries, fare gate arrays, mezzanines.
- Extended and enlarged mezzanines to enhance customer circulation.
- Underground passenger connections between major stations to minimize transfers between lines.

**Bus Transportation System Management Strategies**

- Implement corridors where bus travel times are competitive with rail service
- Use and encourage implementation of HOV lanes
- Implement priority bus travel lanes
- Operate bus service similar to rail frequency (like Arlington’s Pike Ride service)
- Serve remote park and ride lots
- Increase span of service in peak periods
- Provide comfortable vehicles, customer amenities

WMATA already is undertaking a number of these recommendations. Specifically, under the Bus Enhancement Program, WMATA is re-structuring routes to make them more effective; studying high capacity corridors for running bus service that acts more like rail in terms of frequency of service and synchronization with rail schedules; improving bus service information to encourage more bus use as an alternative to rail.

In addition, WMATA has begun the DC Alternatives Analysis, studying a light rail system for the District. The goal of DC’s Transit Future is to move people around the city using new transit technologies that complement existing MetroRail and MetroBus and expand the capacity of the entire transportation system. Additional information on this analysis, as well as the Executive Summary of the *Core Capacity Study*, can be found in Appendix D.

**Traffic and Parking**

The long-term solution for traffic and parking problems on the Upper Wisconsin Avenue corridor is found in the metropolitan wide reduction in automobile reliance. The corridor is well-situated to take advantage of such improvements because of the two MetroRail stations. Remaining vigilant to the principle of Transit-Oriented Development is important to the long-term success.

The District Department of Transportation (DDOT) is currently undertaking a study of the remaining portion of the Corridor (from Fessenden Street on the north, to Rodman Street on the south) to complement the *Friendship Heights Transportation Study* (Executive Summary can be found in Appendix B). The DDOT study will investigate transportation management improvements in the Upper Wisconsin Avenue Corridor Area similar to the Friendship Heights study and should be completed in early summer of 2005. In addition, all new development proposals, including PUDs, must include on-site parking for their proposed uses per zoning regulations. It should be noted that the adequacy of parking is an important factor in informing the evaluation of future development proposals. PUD’s also must commission their own traffic analyses; they must convince the Zoning Commission that the proposed project will not cause adverse impacts, and will provide greater benefits than what could be achieved under existing zoning.

**Public Services and Facilities**

**Public Schools**

There are four DC Public Schools (DCPS) located in the study area: Janney and Hearst Elementary Schools, Deal Junior High School and Wilson Senior High School. The DCPS recently completed their *Facilities Master Plan Update*, which outlines their school modernization program - plans call for six schools per year to undergo modernization. Deal is a Tier 2 school, Hearst a Tier 3 and Wilson a Tier 4. Janney is not tiered (there are no listings past Tier 4). DCPS has stated that it needs additional funding for the school modernization program. To meet the funding gap,



DCPS utilizes creative funding, such as public-private partnerships (Oyster School), and issues bonds.

The Board of Education recently adopted new school boundaries, based on the recommendations of the *Facilities Master Plan Update*; boundaries hadn't been updated in the District since 1977. According to DCPS, any current capacity issues for Ward 3 schools are due to the influx of out-of-boundary students. In general, once an out-of-boundary student is in school, he or she will be allowed to stay in that school through future grades, as long as attendance and behavioral standards are met. It is important to note that a student that lives in-boundary can attend a school “by right,” meaning that he or she cannot be turned away even if that school is crowded.

DCPS geo-codes students’ home addresses to determine how many students are in-boundary vs. out-of-boundary. Approximately 93% of elementary students residing in the Janney boundary choose to attend Janney, but the in-boundary students only make up 69% of the total student population. Therefore, there is room for additional in-boundary students, and future out-of-boundary students would be limited accordingly. Janney’s enrollment has increased 18% over the last 11 years, due in large part to its attraction as a choice school for out-of-boundary students. It is important to note that DCPS will always handle in-bound students at all schools through a variety of methods which include personnel assignment,





Enrollment of DC Public Schools Located within UWACS Study Area

School	1957*	1964*	1967*	1970	1980	1990	2000
Hearst Elementary School	239	224	285	265	171	164	159
Janney Elementary School	622	467	514	453	267	359	427
Deal Junior High School	1,211	1,193	1,143	1,239	998	952	889
Wilson Senior High School	1,263	1,370	1,413	1,485	1,496	1,423	1,607

Data Source: DC Public Schools

\* Data unavailable for 1950 and 1960.



Utility Services

The DC Water and Sewer Authority (WASA) conducted a preliminary assessment of the capacity of the existing sanitary sewer system in the area to accommodate future growth. This preliminary assessment was only completed for the sanitary sewer system. The existing storm sewer system was not considered for this assessment, as in most cases, detention controls will most likely be required on-site by the building permit review process, to limit storm flows into the system. In addition, the water system was not evaluated due to uncertain proposed development plans in the area (i.e., height of buildings and density of development was not predictable). It is important to note that an environmental impact screening form (EISF) is required for all major development projects. The DC Department of Consumer and Regulatory Affairs (DCRA) oversees this process and coordinates with other DC public agencies.

Wisconsin Avenue has a trunk sewer system. The proposed redevelopment area is at the upstream end of four sewer sheds. Since this is in the uppermost reaches of the drainage areas, the pipelines vary in size between 10 and 21 inches in diameter. Due to the size of the sewer sheds in the planning area, a complete analysis of the sewer capacity would be an extensive undertaking and WASA does not currently have the resources to evaluate sewer sheds to this

degree. However, the permitting process by WASA and other District agencies requires the developer to calculate impacts to the sanitary and storm sewers, as well as the water system, prior to permit approvals, and to take necessary action to provide for adequate infrastructure. It is important to note that the sewer and water systems were originally designed for a District population of 900,000; the District’s current population is substantially less than 600,000.

The Strategic Framework Plan states that there is demand along the corridor for up to 1,800 additional new households over the next ten years. Assuming 170 gallons per day per household, the proposed increase in population would increase the average wastewater flow from the area by approximately 300,000 gallons per day. As previously indicated, the ability of the existing sewer system to support the proposed increase in flow will depend on where the redevelopment takes place. The existing sewers would likely have sufficient capacity to carry increased flows for development that occurs throughout the planned redeveloped area. However, if additional capacity for sewers downstream in the sewer sheds were required due to the demands of a proposed development, the developer would be obligated to provide the necessary upgrades to the system. A statement from WASA can be found in Appendix D.

redefining boundaries as needed, capital projects (which can be funded in the future even if they are not funded now), consideration of “creative funding” proposals both now and in the future, etc. In addition, it is the current intent of DCPS to move the sixth grade from Janney to Deal upon completion of the Deal modernization.

DCPS has the same structures/school buildings as when the school system had 30,000 to 40,000 more students. Today, though, DCPS administers its programs differently so that there are fewer children per classroom. The teacher to student ratio for all DCPS is 1:23; at Janney, the school uses trailers to maintain this ratio. In terms of future planning, DCPS looks at plans for new developments but doesn’t plan for additional students until “the shovel is in the ground.” Based on townhouses in the area, DCPS concluded that the expected yield of students would only be 8 students for every 100 townhouses constructed. Apartment buildings do not generate large numbers of school aged children and there tend to be more school-aged children in apartments with larger number of bedrooms. New apartment building construction in the District has mostly featured mixes of studios, one bedroom, one bedroom with den and a maximum of two bedrooms. In general, the Office of Planning notes that the apartment buildings with larger numbers of students tend to be older buildings with lower rent structures than are typically found in new construction.

DCPS’ experience with new housing developments is that there are usually few school-aged children - “most people moving into these developments are empty nesters and double-income couples without children.” For example, 1,500 new luxury apartment and condos built in Crystal City only generated 16 new students in the Arlington Public Schools. And at the recently built Tenley Hill at Wisconsin and Davenport, there are no school-aged children. Completed in 2001, it has 38 units, originally priced from \$289,000 to \$1.5 million, with floor plans ranging in size from 2,000 to 4,000 square feet. The DCPS Facilities Master Plan Update can be found on the DCPS website. Additional information on DCPS was responded to in the Advisory Steering Committee’s Open Question List (Appendix A).

Public Library

The Tenley-Friendship Branch Library of the DC Public Library (DCPL) is slated to be rebuilt. The building is currently 19,528 square feet with an anticipated re-constructed net square footage of approximately 18,000 square feet. The new library will contain an open floor plan with more usable floor space, which will decrease operating costs and allow staff to work more efficiently. The average library design in the DCPL system allows for only 55 - 80% of the floor space to be usable by the public. The “new” Tenley-Friendship Branch Library will utilize 85% of its floor space.



Police, Fire and Emergency Medical Services

The Office of the Deputy Mayor for Public Safety and Justice has indicated that they have full confidence in the ability of the District government to maintain adequate levels of public safety service throughout the city, including expanding the levels of service and infrastructure as required. This includes corridors (both in Ward 3 and elsewhere) that may experience future growth in population and density. Continued delivery of efficient and effective public safety services is a key element supporting the Mayor’s goal of attracting and retaining 100,000 new residents to the District of Columbia over the next decade.

There are two Public Safety and Justice cluster agencies that primarily deliver direct service to neighborhoods: the Metropolitan Police Department and the Fire and Emergency Medical Services Department. These agencies are both active participants in the citywide strategic planning and performance management process. They continually monitor factors such as actual and projected demand for service (number and type of calls), service quality indicators (response time, citizen satisfaction), risk mitigation (coverage of specific geographic areas and target hazards), and citizen feedback (through elected representatives, ANC meetings, PSA meetings, neighborhood planning sessions, and other mechanisms). In addition to these existing efforts, the City is implementing Geographic Information System (GIS) technology that enables the Police, Fire and EMS departments to perform real-time monitoring of neighborhood quality-of-life indicators that are useful predictors of increased service needs. By monitoring these many factors, DC’s public safety agencies are able to allocate and deploy resources both dynamically (short-term) and strategically (long-term) in order to meet fluctuations in risk and demand in District neighborhoods. Where necessary, these agencies will also seek additional resources to meet growing demands.

One of the most valuable enhancements to public safety in Upper Northwest is the highly stable and successful relationship that the City maintains with the Bethesda-Chevy Chase Rescue Squad. Through maintenance of an ongoing memorandum of

understanding with this fine organization, citizens of Upper Northwest are provided with additional options for emergency medical care and transportation. The City has no plans to alter the existing memorandum of understanding with the B-CC Rescue Squad. The City values the service provided to citizens of the District by this volunteer non-profit group. While there is a bill pending before the Montgomery County Council to restrict the use of B-CC, there has been considerable public outcry about such a move.

In addition, the City’s Fire Department has initiated the process to select a new contractor for Engine 20 in Tenleytown, which is currently not operating. Construction is expected to begin in the summer of 2004 and completion is planned for summer 2005. The Fire Department will also be working with the Office of Planning to identify possible future needs for expanded services in the area and throughout the City.

On May 2, 2004, the Metropolitan Police Department (MPD) implemented a major restructuring of its Police Service Areas (PSAs), a basic building block of community policing in the District of Columbia. The goal of the restructuring is to ensure better police services for DC neighborhoods by providing greater flexibility in neighborhood patrols and by aligning PSAs more closely with natural neighborhood boundaries. The restructuring plan reduces the number of PSAs from 83 to 44, thus creating new boundaries for all of the PSAs, as well as new boundaries for some police districts. Each PSA has a minimum of 21 officers. PSAs with more crime are being assigned more officers, in some cases three or four times the minimum staffing proposed generally for each of the new PSAs. There are now five PSAs serving Ward 3. A statement from the Office of the Deputy Mayor for Public Safety and Justice can be found in Appendix D.

Historic Preservation

Very few features on the corridor resulted from the conscious imposition of a designed urban form, and, as a whole, the corridor lacks architectural coherence. Many older buildings have been replaced by relatively recent construction. Despite this, the corridor contains several buildings that are listed on the DC Inventory

Fire Companies Located in Ward 3

Engine Company 20* (4300 Wisconsin Ave., NW)	Engine Company 28 (3522 Connecticut Ave., NW)	Engine Company 29 (4811 MacArthur Blvd., NW)	Engine Company 31 (4930 Connecticut Ave., NW)
Fire Engine 20	Fire Engine 28	Fire Engine 29	Fire Engine 31
Ladder Truck 12	Ladder Truck 14	Ladder Truck 5	Medic Unit 31
Ambulance 20			
Advanced Life Support (ALS) Light Rescue Squad 20			

\*Currently closed - being rebuilt and scheduled to reopen in the summer of 2005. While it has been closed, Engine 20 and Truck 12 have been operating out of Engine Company 31, Ambulance 20 at Engine Company 21 and Medic Unit 31 at Engine Company 28.

of Historic Sites (DC Inventory) and perhaps a half dozen more that could be included on it and the National Register of Historic Places (National Register). In addition, the study area includes several clusters of older buildings that provide a historic continuity that merit consideration as the corridor redevelops.

The adjacent neighborhoods outside the primary study area’s boundaries have greater architectural coherence and historic character; within them there is potential for historic district designation. For example, the Historic Resources Survey of Tenleytown identified Armesleigh Park, Fort Reno and Mount Airy as areas that appear to meet the criteria for individual historic districts and merit further study.

Inclusion in the DC Inventory recognizes the historic or cultural value of a property. Locally designated historic properties are eligible for special consideration under the DC Construction Code (Section 513) and for waivers of certain zoning requirements. Individual sites and historic districts that are listed on the National Register are recognized as having historic significance in local, state or national history. National Register listing also confers a level of protection to historic sites by requiring that all federal and state agencies consider the impact of their planning and construction activities on properties that are listed or that are eligible for listing on the National Register. Owners of income-producing National Register listed properties can apply for tax credits that equal 20% of the certified total rehabilitation costs paid to rehabilitate their property.

In addition to protecting and enhancing the corridor’s existing historic resources, the District can use the corridor’s documented history to create a series of interpretive historical markers throughout the study

**Potential Historic Sites for Inclusion on DC Inventory of Historic Sites and National Register of Historic Places\***

C & P Telephone Exchange (Verizon) Building

Dumblane Estate

Eldbrooke United Methodist Church and Cemetery

Immaculata Seminary

Masonic Lodge

St. Ann’s Church, Rectory and School

St. Columba’s Church

*\*Not an Exclusive List*

area. Doing so will help to create a sense of place for District residents who live in and near the corridor, as well as for visitors to the area. The interpretative historical markers could be one element of a streetscape design that would tie together the multi-faceted aspects of Upper Wisconsin Avenue and its adjacent neighborhoods. Among the many historic themes that the markers could interpret include:

- Wisconsin Avenue’s development as a major transportation corridor;
- The area’s relationship with Washington, DC after the city was created in 1800,
- The area’s experiences during the American Civil War; with particular focus on the Civil War-era Fort Reno site,
- The experiences of local African Americans during and after the Civil War;
- The building of “streetcar” suburbs along the corridor in the early twentieth century, and
- The area’s rapid growth after World War II.

